Stakeholder Roles and Responsibilities

Throughout this Guidebook, reference is made to specific roles that must be performed by stakeholders at various times throughout the project management lifecycle. **Stakeholders** are all of the people that are in any way affected by the new product or service. Since the organization will rely on various stakeholders prior to developing the project plan where roles and responsibilities are typically defined, it is important to understand the roles and responsibilities early in the process.

> As you develop the project plan, you will determine the specific roles and responsibilities for stakeholders and team members in your project, which may vary from those identified below due to project size, scope, complexity, and the organizational structure of the agency/institution.

Project Team

The **Project Team** is the group that is responsible for planning and executing the project. It consists of a Project Manager and a variable number of Project Team members, who are brought in to deliver their tasks according to the Project Schedule.

❑ The **Project Manager** is the person who is responsible for ensuring that the Project Team completes the project. The Project Manager develops the Project Plan with the team and manages the team's performance of project tasks. It is also the responsibility of the Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and Stakeholders.

❑ The **Project Team Members** are responsible for executing tasks and producing deliverables as outlined in the Project Plan and directed by the Project Manager, at whatever level of effort or participation has been defined for them. On larger projects, some Project Team members may serve as Project Team Leaders (see below).

❑ The **Project Team Leaders**, sometimes called Business or Technical Team Leads, have the same responsibilities as Team Members, but also assist the project manager in providing leadership for, and managing the team's performance of, various tasks.

NOTE: Throughout this Guidebook, when Project Team Members are listed as a resource for a particular task, it should be assumed that Project Team Leaders are included.

Project Sponsor

The **Project Sponsor** has a demonstrable interest in the outcome of the project and who is responsible for securing spending authority and resources for the project. Ideally, the Project Sponsor should have full authority to make all decisions necessary to assure completion of the project, including decisions to increase the project scope and budget.

The Project Sponsor initiates the Project Proposal process, champions the project in the Performing Organization, and is the ultimate decision-maker for the project. The Project Sponsor provides support for the Project Manager, approves major deliverables, and signs off on approvals to proceed to each succeeding project phase. The Project Sponsor may elect to delegate any of the above responsibilities to other personnel either on or outside the Project Team.

❑ The Project Sponsor is commonly an active participant with **Project Steering Committee**, which is a larger management team providing guidance and support to the Project Manager. On larger projects, there may be various levels of Project Steering Committees.

NOTE: Throughout this Guidebook, when the Project Sponsor is listed as a resource for a particular task, the Project Steering Committee can be assumed as included (when used).

Performing Organization Management (POM)

The **Performing Organization Management (POM)** includes all members of the organization's management team that may exert influence on Project Team members or be affected by and involved in the development and implementation of the product of the project. The committees that are formed to evaluate and select proposed projects for the Performing Organization are comprised of members of the Performing Organization Management.

❑ The **Project Proposal Team** is a group responsible for preparing the Project Proposal in the Origination phase; the Project Sponsor organizes it.

❑ The **Project Selection Committee** comprises members of the Performing Organization Management team who meet on a regular basis to evaluate Project Proposals and select projects for initiation. They maintain the Project Proposal rating models and project selection criteria.

Customers

The **Customers** comprise the business units that identified the need for the product or service the project will develop. Customers can be at all levels of an organization, from Executive Director/President to entry-level clerk. Since it is frequently not feasible for all the Customers to be directly involved in the project, the following roles are identified:

❑ **Customer Representatives** are members of the Customer community who are identified and made available to the project for their subject matter expertise (sometimes called subject matter experts or SME's). Their responsibility is to accurately represent their business units' needs to the Project Team, and to validate the deliverables that describe the product or service that the project will produce. Customer Representatives are also expected to bring back to the Customer community the information about the project. Towards the end of the project, Customer Representatives will test the product or service the project is developing, using and evaluating it while providing feedback to the Project Team.

❑ **Customer Decision-Makers** are those members of the Customer community who have been designated to make project decisions on behalf of major business units that will use, or will be affected by, the product or service the project will deliver. Customer Decision-Makers are members of the POM responsible for achieving consensus of their business unit on project issues and outputs, and communicating it to the Project Team. They attend project meetings as requested by the Project Manager, review and approve process deliverables, and provide subject matter expertise to the Project Team. On some projects, they may also serve as Customer Representatives.

Vendors

Vendors are contracted to provide additional products or services the project will require and may be members of the Project Team.

Consumers

The Consumers include all the people that will use the product or service that the project is developing. Consumers internal to the Performing Organizations may also be Customers.

External Stakeholders

If the performing organization is within North Dakota State Government or Higher Education, this group may include other agencies, the State Legislature (specifically the Interim IT Committee), the State Information Technology Advisory Committee (SITAC), the media, students, and the citizens and businesses of North Dakota.